

STANDING OPERATING PROCEDURE

USAIS

**Army Doctrine and Training
Literature Program**

May 2000

**MULTIMEDIA INTEGRATION MANAGEMENT BRANCH
TRAINING DEVELOPMENT DIVISION
DIRECTORATE OF OPERATIONS AND TRAINING**

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USAIS Army Doctrine and Training Literature Program

STANDING OPERATING PROCEDURE

Publications are the primary means of disseminating doctrine and training to the Army in the field and are the basis for most resident instruction. Publications must be developed in a timely manner, and must clearly and concisely explain how to fight and train in today's Army. Because of the many factors that contribute to and influence the identification and development of doctrine and training literature, subject matter experts (SMEs) must not attempt to write the doctrine and training literature in a vacuum. Without an understanding of the overall process, publications that doctrine and training developers produce will fall short of the original intent. Therefore, it is imperative that personnel involved in the process—directors, writers, subject matter experts, and support personnel—have an appreciation and understanding of the overall development system.

1. REFERENCES.

- a. AR 25-30, The Army Integrated Publishing and Printing Program (online), 9 Aug 99.
- b. TRADOC Regulation 25-30, Preparation, Production, and Processing of Armywide Doctrinal and Training Literature, 30 Mar 90.
- c. TRADOC Regulation 25-36, TRADOC Doctrinal Literature Program, 5 Apr 00.
- d. TRADOC Regulation 350-70, SAT Management, Processes, and Products, 9 Mar 99.
- e. TRADOC Pam 350-70-1, Guide for Producing Collective Training Products, 15 Mar 96.

2. PURPOSE.

This SOP describes the overall USAIS Army Doctrine and Training Literature Program (ADTLP) and the interface of the program with the Automated Systems Approach to Training (ASAT); assigns responsibilities to the various agencies/personnel involved in the publication development process; and explains the management process and procedures used to achieve program goals.

3. CONCEPT.

IAW TRADOC Regulation 350-70, “The ADTLP is the Army program for managing, prioritizing, (for printing and replication), and distributing Army doctrine and training literature publications. The program’s purpose is to enhance the Army’s ability to operate across the full continuum of military operations.” It serves as the umbrella program for developing field manuals, soldier training publications, Army Training and Evaluation Program products, training circulars, and other literature. Doctrine training literature is developed to distribute major changes in organization or to inform the field of new equipment, to correct known or anticipated deficiencies, and to enhance capabilities that U.S. Army Infantry forces may have in close combat mission areas. The identification of these deficiencies can come from varying sources such as recommendations from the field, studies, and other documentation of unit and individual proficiency; from organizational or equipment concepts developed by Directorate of Combat Developments (DCD); from changes to the existing threat; and from changes to foreign DTLOMS or the overall threat environment.

a. **Types of Publications.**

(1) **Field Manuals.** FMs contain doctrine that prescribes how the Army and its organizations function on the battlefield in terms of missions, organizations, personnel, and equipment. FMs are used to publish doctrine as well as selected alliance doctrine that is not readily integrated into other doctrinal literature.

(2) **ARTEP Products:** Mission training plans (MTPs) and drill books contain critical tasks, conditions, and standards that focus on battle-focused training of mission and collective tasks for units/staffs. These products are used to describe techniques and procedures to train units and staffs.

(3) **Training Circulars:** TCs provide a means to distribute unit or individual soldier training information that does not fit standard requirements for other types of training publications. They may contain training reference data; procedures for using equipment, devices, or simulators; and training material.

(4) **Soldier Training Publications.** STPs contain critical tasks and other training information used to train soldiers. They standardize training for the whole Army; provide information and guidance in conducting individual training in the unit; and aid the soldier, officer, NCO, and commander in training critical tasks.

b. **Doctrine and Training Literature Review Committee (DTLRC).** The purpose of the DTLRC is to provide a fully integrated mechanism for coordinating program planning; identifying, resourcing, standardizing, and assigning proponentcy within the USAIS; and prioritizing and scheduling the production of Infantry doctrinal and training products. (Appendix A.)

(1) The DAC chairs the DTLRC, which consists of the commanders/directors of the various agencies that compose the Infantry School as well as key staff personnel responsible for day-to-day management of the USAIS portion of the ADTLP. The DTLRC meets quarterly if possible or at the request of the DAC. In addition to these meetings, the DTLRC may meet to review nonconcurrences between commanders/directors as they pertain to staffing of doctrine or training literature.

(2) Once the DAC approves the annual program, the Multimedia Integration Management Branch (MIMB), Training Development Division (TDD), Directorate of Operations and Training (DOT) manages execution of the overall program. This is accomplished by monitoring the status of publications under development and by checking milestones against actual accomplishment dates established for each publication. When status is unclear, MIMB verifies it with the proponent writing department or agency. At each meeting of the DTLRC, the proponent agencies will prepare to discuss status of all publications currently or projected for revision, new development, or deletion from the Infantry database. The development process is complete when a publication is removed from the contract or delivered to ATSC reproduction and/or uploaded to the Reimer Digital Library (RDL).

c. **Doctrine Literature Development.** Doctrine literature includes field manuals and selected training circulars, which contain fundamental principles, tactics, techniques, and procedures to

guide how units conduct themselves on the battlefield. The doctrine they contain is authoritative but requires judgment in application. Infantry School publications focus on brigade, battalion, company, platoon, and squad-level units and on weapon systems for which the Infantry is proponent. (The publications for which USAIS has proponenty are listed in TRADOC Reg 25-36. Individuals responsible for developing doctrine publications are referred to as the publication team, which includes writer-editors, visual information specialists (VISs), and subject matter experts (SMEs). The SME and their supervisors meet with the Chief, MIMB and other members of the publication team to confirm milestones and responsibilities at the beginning of the development cycle for each publication. The proponent instructional agency assigns an SME. The Chief, MIMB assigns a writer-editor and VIS to each publication. (Use the development process described in TRADOC Reg 25-30.)

d. Training Literature Development. Training literature includes Army Training and Evaluation Programs (ARTEPs) to include mission training plans and drills, and soldier training publications (STPs) to include soldier's manuals and trainer's guides. All focus on what and how to train to achieve unit critical wartime mission proficiency. They are designed to identify and elaborate on critical wartime missions and to provide training exercises and other management aids to assist commanders in planning and executing collective and individual training in units. Infantry School publications focus on brigade, battalion, company, platoon, and squad-level units and on infantry occupational specialties. Also, numerous infantry tasks are included in Armywide common task manuals and in publications produced by other branch schools. The systems approach to training (SAT) is used as a basis for identification of collective and individual tasks to be included in ARTEPs and STPs. Training literature development will normally be scheduled so that tactical and weapons doctrine precedes development of unit and individual training publications.

e. Automated Systems Approach to Training. ASAT is a software application that supports Army doctrine and training development, support, and management. It operates as both doctrine and training information system, a tool for decision making, and a doctrine and training production system..

(1) **Doctrine Module.** This module provides doctrine developers a standardized method of preparing doctrinal products within ASAT. It serves as the primary means for transferring legacy and new doctrine to the ASAT database, which serves as the data source for the Reimer Digital Library on the Internet. The module employs all functions of Microsoft Word as its word processor. However, all doctrine publications will be developed initially on personal computers in MS Word. Only final approved drafts will be uploaded to the ASAT database. Due to the many changes due to staffing while developing a publication, this has proven to be the most efficient way to work between team members.

(2) **Training Module.** ASAT is a management and information system that provides total task management and creation capability. It provides the capability to link information from a designated unit type to mission, Army Universal Task List (AUTL), echelon, training products, references, doctrine, and to collective and individual tasks. SMEs will develop ARTEPs and STPs in the ASAT relational database—NOT IN ANY WORD PROCESSING PROGRAM. The only approved task list will reside in ASAT. (Although the training module provides functions to

develop other training products, the ARTEP and STP functions are the ones we are concerned with for ADTLP.)

f. Other Doctrine and Training Products. The development of other doctrine and training products to supplement publications and resident instruction is based on needs analysis. The Systems Approach to Training (TRADOC Reg 350-70) and other regulatory guidance relating to media selection and learning analysis guide media selections.

4. RESPONSIBILITIES.

The DTLRC serves as the principal USAIS policy-making body. It reviews and recommends to the DAC/AC/Commandant on the following:

- Publication priorities.
- Proponency issues.
- ADTLP resourcing.
- Standardization issues.
- Annual installation contract.

(Membership and procedures for the DTLRC are in Appendix A.)

a. Proponent agencies are responsible for the substantive content of publications written by SMEs who are assigned to their command/directorates. They are responsible for writing doctrine and training publications (Combined Arms and Tactics Directorate [CATD], 29th Infantry Regiment, Ranger Training Brigade [RTB], 11th Infantry Regiment, U.S. Army Physical Fitness School, and Directorate of Operations and Training [DOT]). Proponent agencies are responsible for the following:

- (1) Appointing SME.
- (2) Developing internal supporting SOP.
- (3) Determining and recommending to MIMB and CATD POC proposed publications to be included in the installation contract.
- (4) Initiating a program directive for each field manual (TR 25-36, App B), which must be validated by the approval authority and forwarded to TRADOC.
- (5) Confirming the requirement for the publication and writing its purpose.
- (6) Monitoring progress of proponent publications to ensure milestones are met. Advising MIMB of anticipated delays.
- (7) Coordinating with Chief, MIMB to schedule the initial meeting of the publication team and subsequent IPRs to review publication milestones and discuss requirements.
- (8) Assisting/directing SME in refining the purpose and scope of the publication in outline form.
- (9) Reviewing and ensuring doctrinal accuracy of proponent publications under development.
- (10) Ensuring that the SME meets internal milestones for publication development. Managing workload assigned to the command/directorate so that SME has time to meet milestones.
- (11) Staffing ALL drafts to all USAIS commanders/directors for comment on DA Form 2028 or via electronic mail (e-mail); providing feedback to reviewers on whether comments were included and reasons for decision.
- (12) Staffing preliminary and final drafts through the Chief, Foreign Analysis Division, Directorate of Threat and Security (DTS); Safety Office, and Environmental Management Division..

(13) Incorporating commander/director's guidance into coordinating drafts or resubmitting for approval, if required, before staffing the coordinating draft outside USAIS.

(14) Staffing the coordinating draft in USAIS concurrent with external staffing for comment on DA Form 2028 or email.

(15) Determining the appropriate medium, such as paper, web site, CD ROM, for external and internal staffing.

(16) Determining mailing list for distribution of coordinating draft.

(17) Executing Doctrine Review Approval Groups (DRAGS) when required.

(18) Incorporating field and USAIS comments, as appropriate, for development of the final draft. Staffing a decision paper on FB form 26-R-E for approval before submitting it to the approval authority for final approval. The decision paper should include a coordination annex indicating whether comments on the coordinating draft were included and the reasons for the decision. A copy of the consideration of nonconcurrences will be returned to reviewing agencies to inform them of the outcome of statements of nonconcurrence.

(19) Forwarding the approved final draft to MIMB to prepare the camera-ready copy (CRC).

b. Supporting proponent agencies may be tasked to provide input for a publication under development. Upon receipt of the tasking from the proponent agency, the supporting proponent will-

(1) Appoint an SME.

(2) Develop required input in a timely fashion.

(3) Ensure accuracy and completeness of input.

(4) Submit input to proponent agency in the appropriate format.

c. Multimedia Integration Management Branch provides editorial and visual information specialist support to publication proponents throughout USAIS. Specific responsibilities include—

(1) Managing the USAIS portion of the Army Doctrine and Training Literature Program (ADTLP). Specific responsibilities include:

(a) Developing agenda for DTLRC meetings after coordination with proponent agencies; distributing supporting materials and agenda to all members.

(b) Providing recorder for DTLRC meetings; preparing and distributing minutes.

(c) Continually monitoring developmental status of publications.

(d) Ensuring that draft outlines/publications are properly coordinated and milestones are met.

(2) Assigning writer-editors and visual information specialists (VISs) to each publication team.

(3) Scheduling inprocess review (IPR) meetings of publication team and subsequent IPRs when needed.

(4) Ensuring adherence to specific publication regulations for the type publication being written.

(5) Ensuring writer-editors and VISs meet internal milestones for publications IAW milestone schedule.

(6) Preparing DA Forms 260 for ATSC delivery, indicating printing distribution based on proponent input.

(7) Mailing CRC and digitized copy (CD ROM) to ATSC for reproduction and distribution, and for uploading to the Reimer Doctrine and Training Digital Library.

d. Dismounted Battlespace Battle Lab (DBBL) coordinates with proponent agencies during the development of operational concepts and for managing the Infantry capability. New/revised

publications and products required to correct deficiencies will be reviewed by the DTLRC. DBBL will periodically brief the DTLRC on proposed operational changes that affect the ADTLP.

e. Office of Infantry Proponency (OIP) will periodically brief the DTLRC on proposed organizational changes that affect the ADTLP.

f. Directorate of Combat Developments (DCD) coordinates with proponent agencies during the development of materiel systems/equipment. New/revised publications and products required to address the new system will be reviewed by the DTLRC. The DCD will periodically brief the DTLRC on materiel being fielded that affects ADTLP.

g. Foreign Analysis Division, Directorate of Threat and Security (DTS) reviews all publications under development to ensure that integrated threat, nonintegrated threat, and implied threat are accurate, consistent, and adequately addressed. Advises the DTLRC on changes to the threat environment, which will result in requirements to produce new/revised publications.

5. PUBLICATION TEAM. Publication teams develop doctrine and training literature IAW TRADOC Reg 25-30. They ensure publications meet the target audience requirements and meet publishing standards. Teams are primarily responsible for preparing and producing a publication. The team includes the SME, the editor-writer, and the VIS.

a. **Subject Matter Expert (SME).** Preparing agencies assign SMEs to write publications because of their special skills, experience, and knowledge in military subjects. However, writing an effective and useful publication can be one of the most difficult jobs. It is a complex and exacting task that demands patience, dedication, and a great deal of planning. To write effectively, SMEs must identify clearly their target audience and have an understanding of the scope and purpose of the publication. SMEs must also write with confidence and authority, performing all necessary research and analysis while staying current on important events in their field of expertise. Whether or not they have writing experience, SMEs are responsible for preparing technically accurate, relevant, and properly coordinated manuscripts. The information should not be duplicated from other Army publications, and it must not violate copyright, libel, or privacy act laws. SMEs are responsible for—

- (1) Planning and complying with publication milestones.
- (2) Cooperating closely and continually with the writer-editor and VIS from the initial meeting through completion of the camera-ready copy (CRC).
- (3) Conducting research to provide the most complete, accurate, and current information.
- (4) Reviewing other DA publications that may affect the subject.
- (5) Coordinating with writers of other publications in progress to standardize content and minimize duplication.
- (6) Preparing an outline and coordinating it with the writer-editor; obtaining necessary approval before preparing the preliminary draft.
- (7) Incorporating applicable international standardization agreements (AR 34-1).
- (8) Coordinating with proponents of all required references to ensure inclusion of current information and to avoid inconsistencies.
- (9) Complying with all requirements for data collection.
- (10) Obtaining proper release of copyrighted material used and identifying the material in the text.
- (11) Submitting references to the writer-editor for the consolidated list of references.
- (12) Staffing the publication at all stages.

- (13) Evaluating and incorporating comments resulting from coordination.
- (14) Briefing superiors on progress of the publication and reasons for including or not including field comments.
- (15) Providing definitions for the glossary.
- (16) Identifying sources for illustrations, especially technical illustrations.
- (17) Adhering to publication standards and requirements prescribed in TRADOC Reg 25-30.
- (18) Complying with all pertinent regulations.
- (19) Maintaining a historical file of all information on the writing project that may assist subsequent SMEs..
- (20) Developing all training literature in ASAT.
- (21) Writing all doctrine literature in MS Word.

b. Writer-Editors. Writer-editors ensure that the information in the publication is presented clearly, logically, and accurately, and assist the SME throughout the publication process. Working closely with the SME, the writer-editors review the material for syntax, vocabulary, style, logic, consistency, continuity, and clarity. They look for duplicated and overlapping information, conflict with prescribed policy, and questionable or controversial statements. The writer-editors assist the SME in reorganizing, revising, rearranging, or rewriting the publication to meet required standards. They also review the final designed or formatted publication to ensure all applicable requirements have been met. Specifically, writer-editors are responsible for –

- (1) Maintaining files of all approved editorial changes and other relevant information.
- (2) Providing continuity to a project during a turnover of writers.
- (3) Reviewing the SME's outline for logical, coherent, balanced, and consistent organization and adjusting it where necessary.
- (4) Comparing the manuscript with the outline and making or recommending necessary adjustments.
- (5) Acting as test reader.
- (6) Assessing the text and revising it to ensure that it meets reading grade level (RGL) requirements.
- (7) Eliminating wordiness and redundancy.
- (8) Ensuring adherence to prescribed format.
- (9) Ensuring that titles are accurate, succinct, and parallel.
- (10) Ensuring that contents conform to the rules of grammar and prescribed ADTLP style.
- (11) Ensuring consistency of writing style, especially when different writers contribute to the publication.
- (12) Ensuring that all applicable elements are included and that the wording of all necessary statements is accurate.
- (13) Verifying the table of contents and the currency of forms and references, compiling the glossary, and preparing the index.
- (14) Ensuring that the publication meets copyright, libel, and proprietary requirements.
- (15) Recommending to the VIS portions of text that may better function as graphics.
- (16) Reviewing the CRCs to ensure corrections have been made.
- (17) Complying with applicable regulations.
- (18) Uploading final approved publication to ASAT.

c. **Visual Information Specialists.** VISs are designers or, more specifically, graphic communicators. Publications that employ graphics/artwork increase retention and recall of the material. VISs provide advice and assistance on such matters as basic design concepts, effective use of graphics, integration of written and visual material, and technical and reproduction processes in the various stages of manuscript development. VISs are specifically responsible for—

- (1) Ensuring that the overall design format of the publication meets appropriate specifications.
- (2) Ensuring that typography and layout are consistent.
- (3) Ensuring that all graphics are essential, functional, appropriate, and accurate.
- (4) Determining illustration techniques and photo treatments.
- (5) Determining the functional use of color.
- (6) Producing required number of comprehensive dummies.
- (7) Complying with pertinent regulations.

6. COORDINATION/STAFFING.

Program directives, preliminary drafts, coordinating drafts, and final drafts of new/revised publications will be formally staffed within USAIS. Comments on coordinating/final drafts should address only significant material to be added since the previous review and should not require major revisions late in the development cycle. (Staffing checklist is at Appendix B.)

ROBERT I. HOIDAHL
Colonel, Infantry
Deputy Assistant Commandant

DISTRIBUTION:

Commanders

29th Infantry Regt

RTB

11th Infantry Regt

Directors

CATD

DOT

DCD

OIP

DBBL

DTS

Commandant, USAPFS

TSM-A

TSM-B

TSM-S

Publications Coordinators

29th Infantry Regt

RTB

11th Infantry Regiment

USAPFS

CATD

Chief, TDD, DOT

ASAT Systems Admin, MIMB, TDD

APPENDIX A

Doctrine and Training Literature Review Committee MEMBERSHIP AND PROCEDURES

A-1. PURPOSE. The Director of Operations and Training (DOT) manages the USAIS portion of the Army Doctrine and Training Literature Program (ADTLP). The purpose of the DTLRC is to provide a mechanism for coordination of program planning, resourcing, and standardization; assignment of USAIS proponentcy; and scheduling of doctrine and training products.

A-2. MEMBERSHIP.

The membership of the DTLRC--

- a. Chairman. DAC, USAIS.
- b. Voting members or their representatives.
 - Commander, 29th Infantry Regiment.
 - Commander, Ranger Training Brigade.
 - Commander, 11th Infantry Regiment.
 - Commandant, U. S. Army Physical Fitness School.
 - Director, Combined Arms and Tactics Directorate
 - Director, Operations and Training
 - Director, Combat Developments.
 - Director, Office of Infantry Proponentcy.
 - Director, Dismounted Battlespace Battle Lab.
 - Director, Threat and Security.
 - TSM-Antitank Missiles
 - TSM-Soldier
 - TSM-Bradley Fighting Vehicle System.
- c. Nonvoting Member: Chief, MIMB, TDD.

A-3. MEETINGS.

Meetings are held quarterly, if needed, or on-call of the Chairman. The C, MIMB announces the time, place, and proposed agenda at least 3 weeks in advance. Members will have 10 working days to submit proposed changes to the agenda. Final agenda and supporting materials will be completed and distributed via e-mail at least 5 working days prior to the meeting.

A-4. MEETING PROCEDURES.

Responsible representatives from the following departments will brief topics contained on the agenda.

- a. DBBL will brief changes to concepts, organizations, and missions that create requirements for new/revised doctrine and training products.
- b. DCD will brief equipment changes/additions that require new/revised doctrine and training products.
- c. . Foreign Analysis Division, DTS advises the DTLRC of significant changes to threat environment..

d. DOT will brief standardization issues and doctrine/training issues identified by internal/external evaluation processes or through use of lessons learned databases, proposed milestones, the status of publications currently under development, and other doctrine/training products that require SME support from instructional agencies.

e. Instructional agencies may brief doctrinal issues and concerns related to publications.

A-5. DUTIES.

a. The Chairman has the following duties:

(1) Approves agenda for distribution.

(2) Approves final agenda incorporating proposed changes or defers issues to subsequent meetings.

(3) Guides committee discussions to focus on appropriate DTLRC issues.

b. The members have the following duties:

(1) Review proposed agenda items within their organization before a meeting to raise issues for discussion and resolution; bring project officers with agenda item expertise to meetings.

(2) Request, in advance, changes to initial agenda (additions, deletions, and deferrals) through the C,MIMB.

c. The C, MIMB has the following duties:

(1) Coordinates development of the agenda with members and Chairman.

(2) Distributes final agenda and supporting materials to members.

(3) Provides a recorder for DTLRC meetings, prepares minutes in final form for the Chairman's approval, and distributes to members via e-mail.

(4) Manages the ADTLP.

(a) Serves as USAIS POC for ADTLP.

(b) Prepares ADTLP reports.

(5) Prepares proposed ADTLP deliverables for two years for DTLRC review.

(6) Integrates milestones and priority decisions into ADTLP.

(7) Manages and monitors implementation of the ADTLP IAW DA and TRADOC regulations.

APPENDIX B

STAFFING PROCEDURES CHECKLIST

The Chief, MIMB schedules the initial meeting of the publication team. Milestone schedule is adjusted to meet installation contract.

B-1. PROGRAM DIRECTIVE/OUTLINE.

- a. SME drafts the program directive for FM or outline for TC with assistance from the writer-editor.
- b. The approval authority reviews the program directive/outline.
- c. The program directive/outline is staffed within the USAIS.
- d. Comments/recommendations are provided to the SME, which are accepted or rejected.
- e. A decision paper (with coordination annex) is forwarded to the approval authority for signature.
- f. After approval, the program directive is forwarded to Cmdr, TRADOC; a copy is provided to Chief, MIMB.

B-2. PRELIMINARY DRAFT.

- a. SME prepares the preliminary draft with other publication team members.
- b. Proposed draft is staffed within USAIS for comment on DA Form 2028 or via email.
- c. Decision paper is staffed within USAIS for concurrence/nonconcurrence.
- d. Comments are incorporated. If not incorporated, they are referred back to commenting directorate with reasons for noninclusion.
- e. Doctrine Review and Approval Group (DRAG) is scheduled, if required. A DRAG provides a vehicle to resolve disagreements between the proponent and commenting agencies or for a detailed review of the publication by subject matter experts and commanders..
- f. The approval authority approves coordinating draft for external coordination.

B-3. COORDINATING DRAFT.

- a. Writer-editor and VIS in DOT incorporate changes for the preparation of coordinating draft.
- b. Coordinating draft is concurrently staffed within USAIS.
- c. Coordinating draft is forwarded to selected units for comment on DA Form 2028 or via e-mail.
- d. Staffing comments are incorporated. SME must state reasons for noninclusion.
- e. Writer-editor and VIS prepare final draft with SME.

B-4. FINAL DRAFT.

- a. Final draft is staffed within USAIS for concurrence/nonconcurrence.
- b. Nonconcurrence and comments addressed in the decision paper are forwarded to the approval authority; staffing comments are limited to new material or comments previously identified on DA Form 2028 or e-mails prepared by commenting agency.
- c. DRAG is scheduled (if required) by proponent agency.
- d. Approval authority approves the final draft.

B-5. CAMERA-READY COPY.

MIMB prepares CRC, and forwards approved CRC and digitized version to ATSC for printing. Writer-editors upload Word files to ASAT.

APPENDIX C

PUBLICATIONS APPROVAL AUTHORITY

NUMBER	PUBLICATION TITLE	APPROVAL AUTHORITY
ARTEP 7-10/MTP	MTP FOR THE INFANTRY RIFLE COMPANY	CATD
ARTEP 7-20/MTP	MTP FOR THE INFANTRY BATTALION	CATD
ARTEP 7-30/MTP	MTP FOR THE INFANTRY BRIGADE	CATD
ARTEP 7-7J/DRILL	BFV BATTLE DRILLS	CATD
ARTEP 7-7J/MTP	MTP FOR THE BFV PLATOON	CATD
ARTEP 7-8/DRILL	BATTLE DRILLS FOR THE INFANTRY RIFLE PLTN/SQD	CATD
ARTEP 7-8/MTP	MTP FOR THE INFANTRY RIFLE PLTN/SQD	CATD
ARTEP 7-90/DRILL	DRILLS FOR THE INFANTRY MORTAR PLTN/SEC/SQD	CATD
ARTEP 7-90/MTP	MTP FOR THE INFANTRY MORTAR PLTN/SEC/SQD	CATD
ARTEP 7-91/DRILL	DRILLS FOR THE ANTIARMOR (TOW) PLTN/SEC/SQD	CATD
ARTEP 7-91/MTP	MTP FOR THE ANTIARMOR CO/PLTN/SEC	CATD
ARTEP 7-92/MTP	MTP FOR THE INFANTRY RECON PLT/SQD AND SNIPER TM	CATD
ARTEP 7-93/MTP	MTP FOR THE LONG-RANGE SURVEILLANCE CO/DET TM (HVY/LT)	RTB
ARTEP 7-94/MTP	MTP FOR THE INFANTRY BN HHC AND CS/CSS PLT	CATD
ARTEP 71-2/MTP	MTP FOR THE TANK AND MECH INFANTRY BN TF	CATD

NUMBER	PUBLICATION TITLE	APPROVAL AUTHORITY
FM 21-150	COMBATIVES	RTB
FM 21-18	FOOT MARCHES	DAC
FM 21-20	PHYSICAL FITNESS TRAINING	DAC
FM 21-26	MAP READING AND LAND NAVIGATION	29 th Regt
FM 21-60	VISUAL SIGNALS	DAC
FM 21-75	COMBAT SKILLS OF THE SOLDIER	DAC
FM 22-5	DRILL AND CEREMONIES	DAC
FM 22-6	GUARD DUTY	DAC
FM 23-1	BRADLEY FIGHTING VEHICLE GUNNERY	AC
FM 23-10	SNIPER TRAINING AND EMPLOYMENT	29 th Regt
FM 23-11	90-MM RECOILLESS RIFLE, M67	29 th Regt
FM 23-14	M249 LIGHT MACHINE GUN IN THE AUTOMATIC RIFLE ROLE	29 th Regt
FM 23-23	ANTIPERSONNEL MINES, M18A1 AND M18 (CLAYMORE)	29 th Regt
FM 23-24	DRAGON MEDIUM ANTITANK/ASSAULT WEAPON SYSTEM M47	29 th Regt
FM 23-25	LIGHT ANTIARMOR WEAPONS	29 th Regt
FM 23-27	MK 19, 40-MM GRENADE MACHINE GUN, MOD 3	29 th Regt
FM 23-30	GRENADES AND PYROTECHNIC SIGNALS	29 th Regt
FM 23-31	40-MM GRENADE LAUNCHER, M203	29 th Regt
FM 23-34	TOW WEAPONS SYSTEM	29 th Regt
FM 23-35	COMBAT TRAINING WITH PISTOLS AND REVOLVERS	29 th Regt
FM 23-37	JAVELIN—NEW (NO DATE)	29 th Regt

NUMBER	PUBLICATION TITLE	APPROVAL AUTHORITY
FM 23-65	BROWNING MACHINE GUN, CALIBER.50, HB, M2	29 th Regt
FM 23-67	MACHINE GUN, 7.62-MM, M60	29 th Regt
FM 23-68	MACHINE GUN MANUAL— NEW (Not Published)	29 th Regt
FM 23-9	M16A2/A3 RIFLE MARKSMANSHIP	AC
FM 23-90	MORTARS (TO 11W2-5-13-21)	29 th Regt
FM 23-91	MORTAR GUNNERY	29 th Regt
FM 23-999A	LINE OF SIGHT ANTIARMOR (LOS-AT)— NEW (Not Pub)	29 th Regt
FM 23-999C	MULTIPURPOSE INDIV MUNITION (MPIM)— NEW (Not Pub)	29 th Regt
FM 57-220	STATIC LINE PARACHUTING TECH AND TNG	AC
FM 57-38	PATHFINDER OPERATIONS	AC
FM 7-10	THE INFANTRY RIFLE COMPANY	AC
FM 7-20	THE INFANTRY BATTALION	AC
FM 7-30	THE INFANTRY BRIGADE	Commandant
FM 7-7	MECHANIZED INFANTRY PLATOON/SQUAD (APC)	AC
FM 7-7J	MECHANIZED INFANTRY PLATOON/SQUAD (BFV)	AC
FM 7-8	THE INFANTRY RIFLE PLATOON AND SQUAD	AC
FM 7-85	RANGER UNIT OPERATIONS	AC
FM 7-90	TACTICAL EMPLOYMENT OF MORTARS	AC

NUMBER	PUBLICATION TITLE	APPROVAL AUTHORITY
FM 7-91	TACTICAL EMPLOYMENT OF ANTIARMOR PLTNS/COS	AC
FM 7-92	INFANTRY RECON PLTN/SQD (ABN, AIR ASSLT, LIGHT IN)	AC
FM 7-93	LONG-RANGE SURVEILLANCE UNIT	DAC
FM 7-98	OPERATIONS IN LOW-INTENSITY CONFLICT (LIC)	AC
FM 71-2	THE TANK AND MECHANIZED INFANTRY BN TF	Commandant
FM 90-10-1	AN INFANTRYMAN'S GUIDE TO URBAN COMBAT	AC
FM 90-26	AIRBORNE OPERATIONS	AC
FM 90-4	AIR ASSAULT OPERATIONS	AC
FM 90-5	JUNGLE OPERATIONS	AC
FM 90-8	COUNTERGUERRILLA OPERATIONS	AC
STP 7-11BCHM-SM	SM, MOS 11B/C/H/M, SL1, AND TG, INFANTRYMAN	DOT
STP 7-11BCHM-SM	SM MOS 11B/C/H/M, SL 2-4, AND TG, INFANTRYMAN	DOT
STP 7-11C-SM/TG	SM MOS 11C, AND TG, INDIRECT FIRE INFANTRYMAN, SL1-4	DOT
STP 7-11H-SM/TG	SM MOS 11H, AND TG, HVY ANTIARMOR WPNS IN, SL 1-4	DOT
STP 7-11M-SM/TG	SM MOS 11M, FIGHTING VEHICLE INFANTRYMAN, SL 1-4	DOT
STP 7-11II-MQS	MQS II, INFANTRY BR (11) CO GRADE OFF'S MANUAL	DOT
TC 21-21	WATER SURVIVAL TRAINING	APFS

NUMBER	PUBLICATION TITLE	APPROVAL AUTHORITY
TC 21-24	RAPPELLING	RTB
TC 21-3	SOLDIERS' HDBK FOR IND OPS & SURV IN COLD WEATHER	DAC
TC 23-11	STARLIGHT SCOPE OR INDIV WPN-MOUNTED, MOD 6060	29 th Regt
TC 23-13	CREW-SERVED WEAPON NIGHT VISION SIGHT	29 th Regt
TC 23-2	66-MM ROCKET LAUNCHER, M202A1	29 th Regt
TC 7-9	INFANTRY LIVE-FIRE TRAINING	DOT
TC 7-98-1	BDE & BN STABILITY AND SPT OPS TSP	CATD
TC 90-1	MILITARY OPS ON URBANIZED TERRAIN TNG	AC
TC 90-6-1	MILITARY MOUNTAINEERING	RTB

APPENDIX D

SAMPLE PUBLICATION MILESTONE SCHEDULE

	<i>PLAN</i>	<i>ACTUAL</i>
Start date		
Write Program Directive	_____	_____
Initial meeting of publication team	_____	_____
Draft outline to editor	_____	_____
Draft outline returned to SME	_____	_____
App Auth reviews outline	_____	_____
Outline staffed USAIS	_____	_____
Changes to outline to editor	_____	_____
Revised outline to SME	_____	_____
Outline to Approval Authority for approval	_____	_____
Approved preliminary draft to MIMB	_____	_____
Preliminary draft returned to SME	_____	_____
Preliminary draft staffed USAIS	_____	_____
Changes to preliminary draft to MIMB	_____	_____
Revised preliminary draft to SME	_____	_____
Revised CD to Approval Auth for approval	_____	_____
Coordinating draft staffed outside USAIS	_____	_____
Changes to coordinating draft to MIMB	_____	_____
Revised coordinating draft returned to SME	_____	_____
FD staffed USAIS	_____	_____
Changes to FD to MIMB	_____	_____
Revised FD to SME	_____	_____
FD decision paper* to Approval Auth for approval	_____	_____
Approved FD to MIMB to complete CRC	_____	_____
MIMB mails CRC to ATSC	_____	_____

*FB Form 26-R-E